Department of Agriculture and Fisheries

Annual Accountability Report for the Fiscal Year 2001–02

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Definitions & Acronyms

"the Minister" – the Minister of the Department of Agriculture and Fisheries
"the department" or "department" – the Department of Agriculture and Fisheries
"NSAC" or "the college" – the Nova Scotia Agricultural College
"NSFA" – the Nova Scotia Federation of Agriculture
"CFIP" – Canadian Farm Income Program, an agricultural fed/prov safety net program
"NISA" – Net Income Stabilization Account, an agricultural fed/prov safety net program
"CSU" – corporate service unit

103-04472/

Message From The Minister

It is my pleasure to present the 2001–02 Annual Accountability Report for the Nova Scotia Department of Agriculture and Fisheries, which includes the Nova Scotia Agricultural College (NSAC). This report reflects the department's efforts to achieve the priorities outlined in its 2001–02 business plan and the accomplishments undertaken to address issues and opportunities which arose during the year.

This was the department's first full year as an amalgamated department. With common goals for agriculture, aquaculture and fisheries, staff identified opportunities to cooperate and share information, experiences and expertise. The department also made significant efforts to work closely with industry representatives for addressing issues and for program evaluation and development.

I would like to express my thanks to the staff for their hard work and commitment to providing excellent programs and services to the agriculture, aquaculture and fisheries industries, in the best interests of Nova Scotians.

I invite readers to visit the department's website, http://www.gov.ns.ca/nsaf/ and the Nova Scotia Agricultural College website, http://www.nsac.ns.ca.

Accountability Statement

The accountability report of the Department of Agriculture and Fisheries for the year ended March 31, 2002, is prepared pursuant to the Provincial Finance Act and government policy and guidelines. These authorities require the reporting of outcomes against the Department of Agriculture and Fisheries business plan information for the fiscal year 2001–02. The reporting of Agriculture and Fisheries outcomes necessarily includes estimates, judgments and opinions by department management.

We acknowledge that this accountability report is the responsibility of the department management. The report is, to the extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out in the department business plan for the year.

Minister, Ernest L. Fage

Deputy Minister, Peter Underwood

Introduction

The accountability report is based on the goals, priorities and outcomes set out in the department's 2001–02 business plan. Readers are encouraged to read this report with the business plan www.gov.ns.ca/nsaf/department/business_plans/ to fully understand the department's challenges, opportunities, priorities and core businesses.

The purpose of the report is to share a brief overview of the activities of the Department of Agriculture and Fisheries, including the Nova Scotia Agricultural College during the period from April 1, 2001 to March 31, 2002.

The report is arranged so that readers may understand department accomplishments in line with its business plan. Five goals are outlined, each with a number of priority action items. In this report, the department has briefly noted the initiatives and activities which took place during the year to achieve each priority action item.

With a clear direction from its goals and priorities, department staff worked to carry out its mission, to foster prosperous and sustainable agriculture and fisheries industries though the delivery of quality public services for the betterment of rural and coastal communities and of all Nova Scotians.

The department's programs and core businesses were also initiated and delivered in line with the goals and priorities of the Government of Nova Scotia.

Key to the year's successes and progress was the department's efforts in working with industry groups, government agencies and other partners. We have found that the possibilities for industry development exist when agencies come together to share human, financial and talent resources. Partnerships and collaboration opportunities continue to be strengthened and sought out for the benefit of our resource industries.
Examples include:

- market research and development
- fisheries enforcement
- industry consultation and strategic planning
- scientific research
- technology development
- information sharing
- developing export opportunities
- stakeholder and public education
- training and business development

In 2001–02, as you will read in this report, the department and its resource industries faced a number of challenges, yet were also able to benefit from many opportunities. The department has set a pace for continued improvement in programs and services and support for the agriculture, aquaculture and fisheries industries.

Progress & Accomplishments

<u>Goal 1:</u> Foster the sustainable and environmentally responsible development of Nova Scotia's agriculture and fishing industries

Continue to deliver developmental programs and advisory services to assist agricultural, fishing and aquaculture businesses achieve economic viability and a sustainable future in Nova Scotia.

- Enhanced the capacity to deliver the next phase of the Environmental Farm Plan program with additional funding and staff resources. The Environmental Farm Plan program is a priority in Nova Scotia and is highlighted in the national Agricultural Policy Framework agreement as a key element of sustainable agricultural development.

- Aquaculture is a developing industry still in its first 25 years of commercial production in Nova Scotia. Extension services are provided to clients to ensure individual businesses have the opportunity to learn from expert advice. This year, staff provided hundreds of consultations for production, fish health and husbandry practices in finfish and shellfish sectors.

- Marine advisors and fisheries representatives worked with many industry sectors to help establish new fisheries for non-traditional species, expand within existing fisheries in a sustainable way, and helped gain further fishing access. Active areas included the Jonah crab fishery on the South Shore for new development and the snow crab fishery in Eastern Nova Scotia (focus on increased processing). Efforts also included working with industry on technology development and research and actively representing Nova Scotia interests with the federal government.

- Innovations program officers provided technical support, industry referrals and information, coordination and facilitation services and program funding for fisheries and aquaculture projects. The group's $200,000 budget was primarily used to leverage other funding opportunities to improve harbour infrastructure, develop innovation and conduct research for individuals and companies in these sectors.

- Although not included in the business plan, an internal water task group was formed in November 2001 to address the ever-growing water issue as it relates to agriculture and the department's other stakeholder groups. By early 2002, terms of reference were developed and collaborative efforts had been initiated with other agencies to deliver information to stakeholders. Partners include the Prairie Farmer Rehabilitation Administration, Nova Scotia Federation of Agriculture (NSFA), Women's Institute of Nova Scotia, Department of

Environment and Labour, Department of Fisheries and Oceans and Horticulture Nova Scotia. The task group has also developed the first phase of an implementation strategy, which extends to the first six months of 2002–03.

- Provided funding in excess of $3.5 million through the Farm Investment and Agri-Food Industry Development Funds in support of 1,240 projects in the areas of business and human resource development, land and water management, regulatory compliance, food and farm safety, agroenvironmental initiatives, market development, promotion and awareness.

- Provided cost shared funding of $1.5 million in support of the Net Income Stabilization Account and the Canadian Farm Income Support programs for more than 1,200 producers.

Work with agricultural clients to develop practical linkages and cross compliance between environmental management at the farm level and development and income stabilization programs of government.

- Participated on the Nova Scotia Federation of Agriculture Safety Net Advisory Committee, a forum for dialogue and information sharing regarding the development of enhanced or new federal/provincial safety net programs as part of the national Agricultural Policy Framework agreement. Continued to take industry input to national level, as income stabilization programs are led by the federal government and program conditions cannot be changed provincially.

- Began initial discussions with industry about how provincial development programs can have environmental prerequisites such as an environmental farm plan. These discussions will continue into 2002–03.

Enhance the capacity of Nova Scotia's agricultural and fishing industries to address and resolve resource use challenges through new policies, research and initiatives aimed at sustained development of resources, acceptable agriculture, fishing and aquaculture practices, adaptation of innovative, cost-effective technology to address environmental issues such as farm waste management issues and ground water quality.

- In 2001, completed a ground water survey of domestic wells in Kings County, Nova Scotia to evaluate the extent and persistence of nitrate-nitrogen in these systems and attempt to relate observed concentrations to land-use. Results indicate that the quality of water in Kings County meets acceptable standards and there have been no significant changes since the same survey conducted in 1989.
- Updated the Guidelines for the Management and Use of Livestock Manure as an essential environmental management manual for livestock producers in Nova Scotia.

- Provided in excess of $1.1 million in provincial funding through the Technology Development and Agricultural Water Resource Development programs in support of the development and adaptation of new and leading agricultural technologies and research in agricultural water management.

- Partnered with industry and Department of Fisheries and Oceans to develop an aquaculture environmental monitoring program for Nova Scotia, as the environmental impact of aquaculture is a significant issue facing the industry. This report will be forwarded to the Aquaculture Association of Nova Scotia for industry consideration.

- Provincial fisheries staff participated in a federal review of Atlantic fishery policies to ensure the interests of Nova Scotians and socio-economic components are clearly articulated. The review, which has the goal of fostering a conservation approach to fisheries management that actively engages all user groups, will continue into 2002–03.

- Assisted industry in research and development that addressed resource management and use issues. Research funding was provided to two Nova Scotia hatcheries to help identify cause of European oyster die-offs. Coordinated research project and provided some funding for study into how to neutralize phosphate issues in river close to finfish hatchery. Funding was provided to develop a method for determining quality of live sea urchins, which supports resource management.

Work with industry and stakeholder groups to promote an image of agriculture, fishing and aquaculture as modern, progressive industries that are evolving to respond better to broad and growing public pressure for sustainable and environmentally responsible resource development.

- Worked with the Nova Scotia Federation of Agriculture on the delivery of an Environmental Farm Plan program, which includes a review of individual farms across Nova Scotia to ensure their farming practices are sustainable and environmentally responsible. More than 50 were completed in Nova Scotia.

- Aquaculture conferences are an opportunity for industry to discuss key issues facing aquaculture such as coastal users, marketing, environmental issues, community awareness, etc. The department was a principal sponsor of the annual general meetings (with plenary sessions) of the Aquaculture Association of Canada and the Aquaculture Association of Nova Scotia. The Aquaculture Services division sponsors an annual aquaculture festival to raise awareness and share information about the industry in communities where aquaculture is underway. This year, it was held in Pugwash.

- The Agriculture Awareness Program, led by a government-industry committee, promoted agriculture as a progressive, innovative industry in many of its activities. Held a provincial ambassador training session to better prepare industry members for community and public events, and held activities in Halifax to share agricultural information with an urban audience.

- Provided $66,500 in funding to public awareness and promotion in agri-food projects through the Agri-Food Industry Development Fund.

- Consistent messaging was used throughout the year in a variety of external communications including press releases, advertising, industry newsletters and minister speeches. The communications division supports all sectors of the department.

Aggressively represent Nova Scotia fishing interests to Ottawa to ensure that Nova Scotia receives a fair share of marine resources and that industry concerns are heard including suitable access to coastal waters for aquaculture development (Blue Book commitment).

- The department worked with industry to provide input on all issues that affected the Nova Scotia fisheries in 2001–02 promoting sustainable use of the fishery resource that will benefit the economies of coastal communities in the province. The Department of Fisheries and Oceans manages the fishery and allows the department an opportunity to represent the interests of Nova Scotia harvesters and processors through a variety of committees and other forums. Nova Scotia fishermen gained temporary access to Area 12 snow crab in 2001 and a snow crab Zone F was established as a permanent area to be fished by harvesters in northern Cape Breton. These new opportunities will potentially bring several million dollars into the local economies of Cape Breton and the province's Eastern Shore. Aligning snow crab seasons in Atlantic Canada continued to be a priority issue for the department, however, no progress was made in 2001–02.

Continue bi-annual Minister's Council meetings with industry groups to address major issues, including Aboriginal rights and treaty rights, offshore oil and gas development, and illegal trade in seafood (Blue Book commitment).

- Minister's Council meetings were held in April and October of 2001 giving front-line industry participants direct input to government through the Minister to address timely issues. Agendas included issues such as native fishing, oil and gas exploration, illegal trade in seafood, new seafood buyers and processors licence policy, etc. The minister has committed to hosting a buyers and processors meeting in 2002–03.

Conserve and enhance inland fish stocks through management initiatives aimed at meeting long-term sustainable objectives.

- A number of Special Management Areas were introduced in each of the six recreational fishing Areas in 2001. These enhanced conservation measures (e.g., reduced catch and size limits) are the culmination of several years of extensive public consultation and will create opportunity in the resource for future use.

- Work in fish habitat restoration, fish population enhancement and the expansion of infrastructure (e.g., boat launch ways), all contributed to expanding the opportunity available for sports fishing in Nova Scotia.

Continue maintenance of NS dykes and aboiteaux structures to protect fertile dykelands and provincial infrastructure.

- Efforts to replace and maintain the many aging aboiteaux across the province is important to maintain quality agricultural land. Eight small aboiteaux (dyke gate) structures were replaced in 2001–02.

Through the 4-H program, provide leadership development, organizational and decision making opportunities that will give NS rural youth tools to meet the challenges of sustainable resource development and become the leaders of the future.

- Increased the access to educational opportunities for rural youth through the Nova Scotia 4-H program. The first Atlantic 4-H Agriculture and Entrepreneurship Conference was held. Increased 4-H educational resources on the 4-H and Rural Organizations website.

- The 4-H program offered an Environment 4-H project, raising the issue of the sustainability of the Nova Scotia agriculture industry, to its members, considered to be future agricultural participants and leaders.

- A number of workshop and training opportunities teach 4-H members skills in the industry that are demonstrated at public venues such as exhibitions and fairs around the province.

Goal 2: Foster a competitive business climate for economic growth and job creation in Nova Scotia's rural and coastal communities.

Support policies which recognize that the traditional strength of Nova Scotia's agriculture and fishing industries lies in strategic partnerships and alliances to diversify markets, products, applied research and technology, value-added opportunities, and appropriate infrastructure to support economic development (Blue Book commitment).

- Worked as part of Kings County Round-table Committee (with Agriculture and Agri-food Canada, Inova Corp, Kings County Economic Development Agency) which offered the agricultural industry a conference on "Innovation and Adding Value." The conference provided a forum for networking, idea-sharing and alliance building for individuals and companies planning to develop or expand sustainable value-added enterprise. Another conference is planned for 2002–03.

- Marketing and development staff participated with Regional Development and Regional Tourism Associations in community economic development initiatives including aqua/agri-tourism, Nova Scotia Food in Schools, and other business development programs, training, and alliance building.

- The department has been active for more than two years helping the agriculture and aquaculture industries diversify by developing other products from their farms such as agri/aqua tourism opportunities. Sponsoring seminar participation, offering workshops and networking, and working directly with business owners were undertaken this year to help develop Nova Scotia as a food destination. Coordination efforts will continue to help develop "packages" surrounding agriculture, aquaculture and food tourism opportunities.

- Coordinated port infrastructure replacement and renovation projects with Harbour Authorities and other government agencies. Projects included hall-outs, slipways, floating docks and derricks.

- Provided more than $62,000 in funding and technical support for harvesting, processing and aquaculture development. These funds were used to leverage other funding opportunities with partners such as the National Research Council, Atlantic Canada Opportunity Agency, the Office of Economic Development and local universities.

- Participated in a number of federal, provincial and industry committees to discuss issues, develop policy, develop and implement work plans, and represent the interests of Nova Scotia entrepreneurs related to trade, marketing and business strategies. Some of the committees included: Federal/ Provincial Market Development Council, Federal/ Provincial Committee on Investment, Federal/ Provincial Trade Policy Committee, Trade Team Nova Scotia, Atlantic Provincial Sector Marketing Group for Fish and for Agri-food, Taste of Nova Scotia Food Quality Program and Taste of Nova Scotia Society Boards of Directors, and Atlantic Canada Export Club.

Build on the knowledge, expertise and research capacity of the department and the Nova Scotia Agricultural College to seize developmental opportunities in the emerging fields of life sciences, environmental engineering and biology, agricultural business, new and value-added product development, and aquaculture.

- Through research, the NSAC and department have developed technologies related to the life sciences (e.g., products related to poultry reproduction), environmental engineering (e.g., artificial wetlands for the treatment of farm waste), and biology (e.g., identification of animal specific protein in meat sample). The NSAC will be establishing research positions in fruit product development and aquaculture nutrition.

Strengthen the partnership between the Nova Scotia Federation of Agriculture and the department by re-activating the Agricultural Planning Committee (Blue Book commitment).

- The only general farm organization in Nova Scotia is the Nova Scotia Federation of Agriculture, which represents over 2,000 farms. This organization has been critical to successful industry consultation and partnering on important department and industry activities. The department makes consistent efforts to maintain a good working relationship with the executive, board and members of the NSFA.

- An advisory committee was brought together to replace the former Agricultural Planning Committee. T. president of the NSFA and the deputy minister of the department along with select executive and staff meet on a frequent basis to discuss issues of common concern.

Continue a New Entrants Program for the agriculture industry and advance efforts to develop similar program for the fishing industry through the Fisheries and Aquaculture Loan Board (Blue Book commitments).

- In its second year, the New Entrants program for agriculture has resulted in 38 new entrants to the industry and 18 inter-generational transfers of farm operations to new owners/operators. The program will spend $717,854 over two years.

- Developed a loans for licences pilot program targeting new entrants to the fishery. Negotiations were carried out with Department of Fisheries and Oceans to set up a system to flag and hold fishing licences that may be used in the future as collateral for loans. This system is a necessary step to facilitate the pilot program. This pilot is currently under consideration.

Continue to provide stable, cost-effective financing to NS farmers, commercial fishers and aquaculturists through the Nova Scotia Farm Loan Board and the Fisheries and Aquaculture Loan Board. While the two Loan Boards will be maintained as separate entities in accordance with a Blue Book commitment, these are integral business development agencies for industry and are linked to departmental initiatives.

- The loan boards remain integral business development agencies for the department and are linked to department initiatives and corporate directions. As well, they continue to address the unique needs of the sectors through access to capital, particularly new ventures and new ideas.

- In 2001–02, the Fisheries and Aquaculture Loan Board had a lending budget of $25 million, with a total of 866 active loans on its books. During the year, the board approved 149 new applications for aquaculture and boat loans.

- In 2001–02, the Farm Loan Board had a lending budget of $28 million, with a total of 1,204 active accounts, including 21 Timber Loans. During the year, 164 new loan applications were approved, totaling $25.9 million which includes $2.6 million for refinancing Farm Loan Board debt.

- Weather-related loss programs, administered by the Nova Scotia Farm Loan Board, were sunset March 31, 2002.

Implement a new and comprehensive risk management policy that focuses on addressing agricultural risk management needs strategically and for the long-term. This priority helps to fulfill a Blue Book commitment aimed at ensuring drought assistance to Nova Scotia farmers according to their needs.

- The department is working with Agriculture and Agri-Food Canada to develop the new five-year National Agricultural Policy Framework. The framework identifies key areas for policy development including business risk

management, food safety, environment, renewal, science and innovation. It is anticipated that provincial agreements with the federal government will be negotiated and signed in 2002–03 with program development to follow.

- Developed economic analyses and policy work in the areas of trade and risk management, including a comprehensive analysis of the hog industry and smaller analyses for producers from various agricultural commodities.

- Participated as a member of the national Net Income Stabilization Account (NISA) review committee whose objective was to identify the strengths and weaknesses of the current program and solutions that would increase its use as an effective method of providing income stability to Canada's participating producers. Input from the NISA review will be considered as enhanced or new safety net programs are developed under the Agricultural Policy Framework agreement, anticipated to be implemented in 2003–04.

- Developed and delivered the Farm Income Support Program which provided $4.3 million in financial aid to the 1,372 program participants who experienced economic losses from drought conditions experienced in Nova Scotia.

- Re-established a safety nets promotion and awareness program whose objective is to increase producer participation in national income stabilization and income disaster programming.

Broaden dialogue with the agri-food industry and within government regarding development needs, target growth areas and desired impacts of government programs.

- Working with industry partners, the department facilitated the development of key strategic growth initiatives assisting sectors in coping with change, management of risks, and capitalizing on business opportunities. Highlights include: a vitalization strategy for the Nova Scotia tree fruit industry; a wine industry strategy and formation of the Wine Association of Nova Scotia; a dairy industry strategy in concert with the Dairy Industry Task Group; and a Wild Blueberry Association of North America export development plan.

- Department staff worked with the Nova Scotia Federation of Agriculture to develop a database of government, industry and private investment programs that could be used to fund and provide professional services for agriculture, aquaculture and fisheries initiatives. This has allowed industry participants access to information from one source and provided an opportunity to promote agriculture and fisheries opportunities to non-traditional development agencies.

- Developed and implemented a multi-stakeholder pilot program in Cumberland County for "Nova Scotia Food in Schools" designed to increase the health of school children, provide test market information for new product development and increase the use of Nova Scotia products within the provincial school catering/food system. In March 2002, the three-month Phase I was completed, but results have not been analyzed.

- The Aquaculture Association of Nova Scotia is the largest aquaculture association in the province. It works to foster co-operation and the continued growth of aquaculture through facilitating communication among members and with government; resolving challenges facing the industry; promoting and marketing; acting as industry advocate; and fostering education and training for and about the industry. The department provides staff time to support many of the association's projects and initiatives such as the aquaculture environmental monitoring program and support for its annual meeting and conference.

- Coordinated an agricultural industry "think tank" and Outlook Conference in 2001 which sought input from across industry on key agricultural issues. Many of the themes discussed have since been used extensively by the agri-food sector in industry planning, and will be used in 2002–03 by the department as part of developing its signature strategy.

- Participated in strategic planning and re-organization of the Atlantic Canada Export Club as a member of its board of directors. The Club acts as the export arm for the Taste of Nova Scotia program and its member companies, funding international business development and training worth $104,000 in 2001–02.

- The department works with industry and other government partners to strengthen capacity for industry innovation and to address barriers to development and commercialization. Twenty-two projects resulted in the development of new products, quality improvements, value adds and technology transfers.

Grow Nova Scotia's aquaculture industry by working with the federal government to acquire suitable aquatic lease space for development, improve turn around time for processing of lease site applications, and by effectively addressing perceived and real environmental issues associated with aquaculture development.

- The department works with a network of government agencies to review and assess applications for aquaculture licenses. The process is time consuming and costly for applicants. The department continued to work with federal agencies to reduce review times and encourage single window access for site applications.

- Worked jointly with Department of Fisheries and Oceans and industry partners to begin three sample environmental assessments for shellfish in the province's South Shore, Eastern Shore and in Cape Breton. Anticipated completion in 2002-03. These models are being developed to help reduce time and costs associated with a new aquaculture site.

- In 2001–02, 53 aquaculture sites were issued after full environmental assessment and consultation.

In partnership with industry and federal partners, increase domestic sales and exports of Nova Scotia agri-food and seafood products, services and technologies through promotions, trade missions/shows, targeted marketing, Taste of Nova Scotia, and the development of the Brand Nova Scotia initiative (Blue Book commitment).

- The Taste of Nova Scotia programs, comprising over 120 producers, processors and food service operators participated in numerous market, product and tourism development initiatives. Results were an increase in market share for Nova Scotia's producers and processors and enhanced brand image for the province and industry.

- The department provided industry export training and advice, hosted incoming and outgoing missions, conducted market research and participated in targeted trade events and initiatives. Industry and government partners invested $500,000 and report $2.8 million in total sales generated through these initiatives.

- The department supported international business development efforts through the commissioning of a number of research and information studies and reports. These reports provided information and analyses on expansion and diversification opportunities in priority and emerging markets. Highlights for 2001–02 include: North American direct marketing opportunities; hay export market opportunities; natural/organic pork for the New England market; Caribbean export development and consolidated shipments; and horticulture value-added opportunities.

- Worked with the Nova Scotia Boat Builders Association and administered funds for the Canada/Nova Scotia Economic Diversification program for the "Exportation of Nova Scotia Fishing Vessel and Boat Building Technology." The results of this work can be measured by industry growth. Over the past four years the program has funded 55 projects and helped build this industry from a workforce of about 1,000 to over 1,500 full-time workers. Nova Scotia vessel sales have surpassed $80 million last year with about 50 per cent going to export markets.

- A cross-government committee was established for the Brand Nova Scotia Initiative with the department representative appointed as chair. Brand research was conducted and a work plan was developed for implementation in 2002–03.

- In recognition of industry's need to keep up with innovations in their sectors, the department attended several provincial, national and international fisheries trade shows to promote Nova Scotia technology (harvesting and processing gear/equipment), provide networking opportunities for industry and seek out growth opportunities for Nova Scotia industry. The department attended more aquaculture shows in 2001–02 as this relatively new sector has growing opportunity for development, research and innovation.

Investigate the creation of an integrated 'Business Centre' for agriculture and fisheries sectors that will provide business management and marketing information, with links to specialized advisory services. Continue to provide services in economic and business management analyses, product research information, entrepreneurial skills development, professional upgrading and succession planning for the agriculture and fisheries sectors.

- The Business Management and Economics division offers advisory services and a library of business management and marketing information to agriculture and fisheries clients. Resources may be ordered on-line with links to specialized services.

- One of the barriers to growth of small and medium-sized rural and coastal businesses is business management expertise and capacity. To address these constraints, the department completed a survey of Business Management and Training Needs and Delivery Systems for the agriculture and aquaculture sectors. With this information, a comprehensive plan for business management and development projects for 2002–03 is being developed.

- Participated on the Canadian Farm Business Management Council with federal and provincial partners to collectively work on and develop programs related to succession planning, business development, and making business management resources available to industry. Many of the materials are included in the business management library for staff, industry and public use.

Goal 3: Provide reasonable and responsive governance and regulatory regimes to ensure product quality, consumer confidence, and food safety, which contribute to the orderly development of the agriculture and fisheries industries.

Develop and implement legislative and regulatory structures that support sustainable development and build consumer confidence in NS's agriculture and fisheries industries, aquaculture, recreational fishing and food distribution systems through licensing, permitting and monitoring of these activities.

- Moving forward on food safety regulations has been a department priority this year. Industry and public consultations on new food and meat inspection regulations were held and a document on the process and feedback will be developed for government. Negotiations were initiated with the Canadian Food Inspection Agency to look at replacing the memorandum of understanding on fish inspection currently in place.

- Fish Inspection Regulations outline licensing and inspection requirements for fish processing plants. These regulations were amended to make some items in the processing licences consistent with the department's requirements for fish buyers licences.

- Throughout the year, the Legislation and Compliance branch worked to enhance its licensing program to increase accountability, assist ongoing enforcement efforts and protect our fishery resource. Additional terms and conditions on lobster, snow crab and oyster buyer licences were implemented. Negotiations with the Department of Fisheries and Oceans took place related to a soft-shell clam licence condition for all buyers and adopting tighter controls for their dockside monitoring program. Began working with Departments of Environment and Labour and Natural Resources to ensure compliance with their requirements prior to the issuance of new fish processing or buyers licences.

- Re-wrote lease and licence documents for aquaculture to strengthen environmental provisions.

- Changes to the recreational fishing regulations were made in 2001 to address conservation needs for Nova Scotia trout stocks.

Streamline the number of agencies, boards and commissions by eliminating close to 20 ABCs, as well as eliminate outdated or redundant regulations. This initiative is consistent with government's commitment to reduce the number of boards and committees and reduce the red tape burden.

- In 2001–02 the department exceeded its projected goal of eliminating 20 ABCs. Nearly 30 agencies, boards and commissions were eliminated as follows: the Beef Commission, the Grain and Forage Commission, 22 local Livestock Health Service Boards, the Dairy Commission, the Dairy Industry Advisory Committee and the Governor in Council appointment to the Eastern Nova Scotian Exhibition. Legislation has been passed to eliminate the Apple Maggot Control Board and the Artificial Insemination Board during this period, which will be proclaimed in 2002–03.

- Red Tape reduction efforts parallel the streamlining of agencies, boards and commissions. The Dairy Industry Advisory Committee regulations and two sets of regulations under the Grain Commission Act were repealed and the Livestock Health Services regulations were amended. The Rockweed Harvesting regulations and the Fish Inspection regulations were amended to streamline processes and update outdated regulations.

Coordinate a review of the Fisheries and Coastal Resources Act, providing opportunities for stakeholders and the general public to comment on the Act.

- Began the internal component of a five-year review of the Fisheries and Coastal Resources Act. Public and stakeholder comments will be sought in 2002–03.

Coordinate the regulatory packages for the Farm Practices Act, the Marshland Conservation Act, as well as crop insurance and marketing board regulations.

- Regulations essential for the proclamation and effective implementation of the Farm Practices Act were approved.

- Established the Marshland Conservation Commission and appointed an administrator under the new Agricultural Marshland Conservation Act. One key role of this commission is to hear appeals of decisions made by the administrator regarding the use of marshland other than for agricultural use.

- Progress on some crop insurance regulations was initiated, however, none were completed during 2001–02. It is planned these will be submitted for approval in 2002–03.

- Regulation changes for chicken and potatoes were approved to update board operations and reflect current industry needs. The Natural Products Marketing Council also worked on more in-depth reviews of regulations for turkey, eggs and pork.

- The Farm Registration Act outlines the process of farm registration to general farm organizations in Nova Scotia. Amendments to the Act were introduced to define criteria for establishing future general farm organizations and to rationalize committees under the Act. Amendments also transferred the administration of the refund process, previously administered by the department, to the Nova Scotia Federation of Agriculture (the only general farm organization). As well, the farm registration regulations were amended to increase registration fees, requested by the NSFA.

Continue to strengthen the enforcement capabilities of the department through improved investigative techniques and regulatory initiatives in all areas covered by legislation for the economic and social benefit of Nova Scotians. This strategy supports the Blue Book commitment to tackle the growing problem of illegal fishing, buying and selling.

- Increased fisheries enforcement capacity with the hiring of three additional inspection staff with plans to hire a fourth in 2002–03. Revised regulations and worked with the Department of Justice to develop a licence sanction process. This work will continue into 2002–03.

- The Fish Processor and Fish Buyer Licence Policy supports the department's strategies to eliminate illegal buying, selling and processing of fish and outlines requirements that will protect the quality of Nova Scotia lobster and other fish products, thus improving consumer confidence. During the year, consultation with industry, government, public and other stakeholders was completed on the revised policy. Most changes are related to minister's powers, application and licence fees and conditions, and enhanced criteria for sanitation program, HACCP principles and training for new buyers. The moratorium on groundfish processing and buying is continued. It is anticipated that the new policy will be introduced in fall 2002.

- Two memorandums of understanding were revised and signed with the Department of Fisheries and Oceans related to the exchange of investigative information, moving government forward on the problem of illegal activity in the fishery.

- Negotiations with Canada Customs and Revenue Agency on an memorandum of understanding were completed. The agreement would allow Canada Customs and Revenue Agency auditors the authority to review the records of buyers and processors under provincial legislation in an effort to curb illegal record keeping. The memorandum will be signed in early 2002–03.

Urge federal agencies to clearly define who is eligible to participate in the Aboriginal treaty-based fisheries and to solicit input from industry on the impact on all participants in the fishery (Blue Book commitment).

- To support federal government negotiations with First Nations, the department worked diligently to begin processing more than 50 site applications from aboriginal communities for access to aquaculture sites.

- Participated with Office of Aboriginal Affairs in its efforts to develop a process for treaty negotiations on natural resources issues, including access to the fishery and aquaculture. The parties involved in negotiations will be the Government of Nova Scotia, the Mi'kmaq in the province and the Government of Canada.

- Regular discussions were held with Department of Fisheries and Oceans (DFO) to monitor the implementation of the Marshall decision and to reinforce the issues that are important to Nova Scotia as native access to the commercial fisheries develops. Sessions on native fisheries were held at the two minister's conferences to facilitate dialogue between industry groups and DFO on the implementation of the Marshall decision.

- Native fishing issues were discussed at both Minister Council meetings to inform industry about the status of the fishery and to solicit feedback.

Through the Natural Products Marketing Council, facilitate the transition of regulatory powers from the Nova Scotia Dairy Commission to the Council and Dairy Farmers of Nova Scotia, and amend current regulations and federal/provincial agreements to meet the needs of the commodities supervised by Council under the Natural Products Act.

- The Dairy Industry Act was proclaimed on April 1, 2001, designating the Natural Products Marketing Council as the regulatory body for the Nova Scotia dairy industry. Dairy Farmers of Nova Scotia (DFNS) is a marketing board operating under authority delegated by the council. Regulations delegating by-laws, advisory committees, milk pricing, pooling, producer licensing and the quota system to DFNS were made by the Council. As well, the Council works with processors and producers on regulations governing interprovincial milk quota movement, dairy producer facilities, fluid milk protein and allocation of raw milk to processors. The Dairy Industry Strategy Task Force formed in 2000 was convened by the Council this year and updated its comprehensive industry strategy.

- Amendments to the Natural Products Act were introduced that enable the council to make regulations governing producer licensing, levies, pricing, quotas

and other operational aspects of marketing boards. The Governor in Council retains authority to establish or revoke marketing board powers and to approve the transfer of quota outside of the province. These changes will make the council and marketing boards more able to respond to changing conditions in markets and marketing systems, and the changes reflect similar legislation in other provinces.

- A revised federal/provincial agreement for chicken supply management was signed in June 2001. The agreement brings unity across Canada and increased market responsiveness. Similar agreements are underway for turkey and eggs.

Continue to provide efficient and effective laboratory services to Nova Scotians, review current initiatives and negotiate new opportunities across the Maritime region in keeping with Blue Book commitments.

- Re-engineered laboratory services to refocus its structure and operations on the continuum of food safety including plant and animal health. Better links were created between laboratory services, veterinary services and the food safety division.

- The department restructured its veterinary services division to better serve the local agricultural industry and operate more efficiently. These changes allow staff to work with producers on issues such as on-farm bio-security practices and herd health, to better coordinate with private veterinary practitioners, and to establish links into the international stage of livestock health issues.

Goal 4: Provide quality post-secondary educational programs, training, and research to enable students and Nova Scotia's agriculture and aquaculture industries to meet the labour force needs and challenges of the global economy.

Diversify NSAC curriculum offerings to respond to opportunities in emerging life sciences, environmental engineering and biology, agricultural business, new and value-added product development, organic farming, and aquaculture.

- NSAC revised the requirements for high school students for admission to the BSc (Agr) majors in Agricultural Business and Agricultural Economics, therefore increasing the pool of students admissible to those programs.

- NSAC was chosen to host the Organic Agriculture Centre of Canada (OACC), established in July 2001. Among many activities, the OACC will develop and deliver web-based courses in organic agriculture. The first two will be delivered in September 2002, and the other two in January 2003.

The NSAC and departmental expertise will work with external industry partners to develop and apply research that fosters sustainable and environmentally responsible farming and aquaculture practices.

- The NSAC Department of Engineering received federal government funding to establish a climate change chair. The two main goals of the climate change research are to reduce nitrous oxide emissions and to understand how climate influence agricultural production in order to adapt to climate change. The college has established an industry sponsored research professorship in cropping systems, with the goal of fostering sustainable and environmentally responsible farming practices.

Increase NSAC international enrollment by recruiting in strategic locations, including northern Europe, central Europe, and New England, and by participating in student exchange projects.

- With financial support from the Departments of Economic Development and Education, NSAC was able to recruit students from countries in Northern Europe. NSAC developed a program for exchange students from central Europe which resulted in eight students from Slovakia and the Czech Republic. Enrollment of international students in 2001 was 22 undergraduate students and 9 graduate students, an increase of two from the previous year.

- The NSAC commissioned a market study aimed at developing a reliable report on the public perception in Atlantic Canada of the college, satisfaction with current programs, and new opportunities to attract students and effectively market new programs. The results indicated that NSAC suffers from a low level of market awareness, although the public does not have a negative image of the college. The predominant image of NSAC is of an educational institution specializing in farming. The other components of the agriculture and food industry, such as environment, food safety and security, and business and engineering, are not recognized by the public in Atlantic Canada. The college will develop a marketing strategy using these results.

Increase NSAC research capacity by participating in the Canada Research Chairs Program, the Canada Foundation for Innovation program, Atlantic Innovation Fund, AgriFocus, and by continuing partnerships with both the public and private sector in support of research professorships.

- Funding committed to research operations at the Nova Scotia Agricultural College increased from $2,184,068 in 1999–00 to $2,350,213 in 2000–01 (2001–02 figures not yet available).

- NSAC was awarded $625,619 by the Canada Foundation for Innovation to support research infrastructure. The CFI money was matched by other sources.

- NSAC began to recruit the four Canada Research Chairs, a process which will take up to five years.

- Funding through the Agri-Focus, Technology Development Program, amounted to $1,200,930 which represented 51 per cent of total research funding.

- Funding support from the Natural Sciences and Engineering Research Council of Canada increased slightly from $375,794 in 1999–00 to $413,357 in 2000–01.

- Funding support from industry and commodity groups and associations amounted to $494,594.

- There were no calls for Atlantic Innovation Fund proposals in this fiscal year.

Goal 5: Ensure that department programs and services reflect responsible public investment, address the priorities of the agriculture and fisheries industries and are accountable for results achieved.

Meet broad Government objectives for fiscal prudence by delivering programs and services effectively and efficiently.

- Completed an audit of the Canada/Nova Scotia Technology Development Program for the five years ended March 31, 2001. Minor administrative changes were made to improve efficiencies. The program will be audited on a regular basis as it is delivered in Nova Scotia.

- Annual audits conducted on the Fisheries and Aquaculture Loan Board and the Farm Loan Board for fiscal 2001–02. The Auditor General's report gave an overall positive rating of operations for both loan boards.

- Worked with Minister, Treasury and Policy Board, and Department of Finance to implement a process for integrating business and budget planning and aligning department priorities with government's strategic direction. The eight-month process included departmental and interdepartmental planning exercises, program and budget analyses, and tracking and monitoring activities.

- Strengthened linkage between performance management and achievement of department's strategic goals through government's revitalized approach to performance management.

Continue to provide front-line, single-window delivery of services to clients through regional offices and field staff, and seek synergies and improved efficiencies in service delivery.

- Provided services and programs directly to coastal and rural communities through eight regional fisheries field representatives and six regional agricultural resource coordinators.

- Integrated regional 4-H, agriculture regional coordinator and fisheries field staff in Mabou office. As well, integrated 4-H, inland fisheries division and Quality and Product Development in Pictou. Moved food inspection and 4-H staff from Windsor to Kentville offices to centralize operations.

Human Resources

2001–02 Priorities & Achievements

Provide corporate consultative advice and assistance to the department with regard to its strategic initiatives, restructuring and re-building efforts, organizational design and labour relations issues

- Advice was provided to the department related to the collective agreement, past practices, policy and procedures and cross functional team development.

Provide guidance and support to departmental managers in human resource planning, succession planning (through the Corporate Integrated Management Development initiative), performance management and employee career planning

- Succession planning was completed for the Fisheries and Aquaculture Loan Board, but has been delayed to 2002–03 for the remainder of the department. Also, provided assistance to the Quality Evaluation division in their restructuring and staffing strategy to meet their human resource planning objectives.

Work with departmental executive and senior management to develop and implement initiatives, including an Internal Communications Strategy, to address staff concerns and recommendations following restructuring and amalgamation

- The department's communication officer, in consultation with the department's executive team and an external research consultant, has completed a survey of employees, as the initial stage of an Internal Communications Strategy, to be developed in 2002–03.

Continue to provide employee personnel/payroll services, training and development opportunities, and Disability Case Management consultative and support services

- Training and development opportunities were provided to meet the needs identified by performance appraisals and client requests through coordination of requested training, design and delivery of non-technical training courses, facilitation of special projects and one-on-one consultations. Timely Disability Case Management interventions reduced time lost due to employee illness/physical limitations. Ergonomic assessments and suggestions for cost effective solutions to ergonomic problems further reduced involuntary absenteeism.

Provide advice and assistance regarding Occupational Health and Safety Program changes, and assist managers in their Occupational Health and Safety Audit preparation

- On-site inspections of all Fisheries sections, NSAC and some of Agriculture Services branch were conducted, providing feedback on changes necessary to meet Department of Labour Audits/Inspections. Designed and delivered Introduction to Occupational Health and Safety Employee Orientation, Train the Trainer, and the Safe Lifting Techniques training program as required by Legislation. Designed Manager's Guide to Occupational Health and Safety and Reference Handbook for Managers. Collaborated in the development of Hazard Identification, Investigation and Inspection Program.

Coordinate departmental activities in support of the Bargaining Unit Classification Review, and the classification review for excluded positions

- The Bargaining Unit Classification Review schedule of activities for the department is underway. The initial stages of the review for excluded positions is complete and the department is on schedule.

Information Technology

2001–02 Priorities & Achievements

Provide operational support. The Information Technology (IT) Division provides support for business systems, desktops and networks. This includes providing telephone support through the CSU Help Desk, fixing system faults, providing enhancements, monitoring network and server backups.

- Received 15,000 requests for service from all clients, including the Department of Agriculture and Fisheries. Provided support to custom business applications developed by the CSU on behalf of the department.

Provide operational planning for IT systems. The division provides a planning component for IT systems. This includes hardware capacity planning, network connectivity planning, system component specification planning and implementation scheduling.

- Specified, developed and implemented a tender and standing offer for desktop systems. Performed regular upgrades to network and desktop software to ensure compatibility, stability, reliability, for desktop and network security. Prepared and recommended a Technology Refresh Strategy and Implementation Plan for the department.

Develop the new department's Web site. This includes the amalgamation of content from the agriculture and fisheries business units that existed previously in separate Web sites.

- Worked with the business units in the newly amalgamated department to review Web content, develop new content and redesign the merged site to meet the client business requirements, while facilitating the easy navigation of the site from an external client perspective.

Work with Fisheries licensing staff to evaluate and plan the implementation of an enforcement tracking system.

- IT assisted in the planning and implementation of a compliance monitoring system for Licensing and Investigations Services to allow inspectors to log daily activities. The department used a third-party to fully develop the application.

Provide resources to assist the Nova Scotia Farm Loan Board and Fisheries & Aquaculture Loan Board in providing an integrated loans management system which meets their needs.

- Provided advice and assistance in developing the business analysis. It was decided that due to the unique requirements of both systems that an opportunity did not exist to merge the two systems.

Provide resources to assist the Nova Scotia Crop and Livestock Insurance Commission in providing a replacement underwriting and accounting system which will meet their needs.

- Business analysis and functional processes were completed, leading to a draft Request for Proposal (RFP). Funding limitations prevented the RFP from being sent to tender.

Assess requirements, plan and implement publishing of farm registration information over the Internet, as a bi-product of the newly implemented Farm Registration program.

- Working with department staff, the Farm Registration and Internet initiative was completed.

Provide assistance with the on-going prioritization of divisional IT initiatives, based on the department's business plan. Provide IT resources in those initiatives that have departmental approval and resources.

- Provided project management, sought developmental resources and provided resources to conduct or facilitate approved initiatives. Provided enhancements to custom business applications developed by IT on behalf of the department.

Continue to participate in the inter-CSU project to provide regionally-based IT support among departments whose regional offices share a common location.

- Provided daily administration and management for the regionally based, inter-CSU IT support team. This team is comprised of resources from Justice, Community Services, Service Nova Scotia Transportation & Public Works, Health and Resources Corporate Service Units.

Financial Services
2001–02 Priorities & Achievements

Introduced a Capital Inventory System for the Department of Agriculture and Fisheries. The program is intended to document department capital inventory for all buildings, as well as be a source of information for insurance purposes.

Extended the Procurement Card Project currently used by Department staff to the Research Division of the Nova Scotia Agricultural College. This will expedite the procurement process for lost cost goods, as well as stimulate the local economy.

Reviewed and improved existing financial policies and procedures including reducing "red tape" and improving the reporting capability and financial information available to civil servants.

Nova Scotia Department of Agriculture and Fisheries 2001–02 Budget
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	Actuals 2001/2002	Budget 2001/2002	Variance
Senior Management	716	784	68
Policy, Planning & Communications	484	491	7
Agriculture Services	18,474	16,664	(1,810)
Legislation and Compliance Services	4,755	4,954	199
Industry Development & Business Services	11,125	9,607	(1,518)
Fisheries & Aquaculture Services	2,716	2,992	276
Nova Scotia Agricultural College	5,685	5,393	(292)
Agriculture and Fisheries	43,955	40,885	(3,070)

Variance:

Agriculture Services — Cabinet approved the additional payment of $1,700,000 to recognize the 2001–02 program commitments for NISA & CFIP

Industry Development & Business Services - Cabinet approved the additional payment of $1,700,000 to Potato Producers under the Loss Provision Program

Department — Target reduced by 0.5% ($204,500) plus miscellaneous savings across the Department of approximately ($125,609).

Outcome Measures 2001–02

The Outcome Measures reported upon are from the 2002–03 Business Plan. These are changed somewhat from those within the 2001–02 Business Plan, as the latter were based upon goals. Goals normally change once they are achieved, the core businesses are more constant. This enables the Outcome Measures to remain with minimal change from year to year. The department is better able to do trend analysis and maintain consistent sources of data. The changes from 2001–02 to 2002–03 outcomes and measures are explained in **Table 1 Accountability Comments** at the end of the report.

The department has four core business areas, and the first is ***Sustainable Resource Management***. An outcome that will contribute to this core business area is **viable agriculture, fisheries and aquaculture sectors**. The following measures are used to record movement toward achieving the outcome:

- **Percentage of Registered Farmers with Environmental Farm Plans in Place**

What does the measure tell us?

The number of registered farmers with environmental farm plans in place is expressed as a percentage of all registered farmers under the Nova Scotia *Farm Registration Act*. Government assists farmers through educational and developmental programs that encourage sustainable farming practices, such as, soil, water, and air management.

Where are we now?

In 2000, the department provided staff support to assist implementation of the Nova Scotia Federation of Agriculture's Environmental Farm Plan (EFP) Initiative. The percentage of registered farmers with Environmental Farm Plans in place was four per cent or one in 24 farms in 2000–01. As of July 2002, 165 farms had completed, had an initial visit, or had been contacted with respect to the EFP. Initiative. (Benchmark data, Source NSAF)

Where do we want to go/be in the future?

A target of 20 per cent, or one in six farms, will have Environmental Farm Plans in place by 2004–05. The department will continue its work toward a viable agriculture sector by providing staff support in the delivery of the Nova Scotia Federation of Agriculture's Environmental Farm Plan Initiative.

- **Dollar Value and Number of Research Projects Awarded**

What does the measure tell us?

The dollar value and number of research projects awarded reflect success in efforts to identify and undertake scientific research. This leads to development and adoption of innovative technology, and sustainable agriculture and aquaculture practices.

Where are we now?

In 2001–02, the department and Nova Scotia Agricultural College (NSAC) were awarded 128 research projects with a value of $1.8 million. (Benchmark data, Source NSAC)

Where do we want to go/be in the future?

The target for the department and NSAC is to increase the value and number of research projects awarded each year. The department and NSAC will continue to work with partner organizations to address water, soil, and climatic changes impacting on agriculture, aquaculture, and rural communities, and to undertake applied and theoretical research contributing to sustainable resource management.

- **Value of Gross Aquaculture Output**

What does the measure tell us?

The dollar value of gross aquaculture output in the province reflects aquaculture resource and site management such as proper site selection/husbandry practices including proper stocking densities.

Where are we now?

In 2001, gross aquaculture output in the province had a value of $40 million. (Benchmark data, Source NSAF)

Where do we want to go/be in the future?

The target is to increase the value of gross aquaculture output per year. To achieve this target, the department will continue to work with industry and other stakeholders in aquaculture resource and site management practices.

- **Dollar Value Sport Fishing Activities to the Province;**
- **Percentage Change in Sport Fishing Licences Sold**

What does the measure tell us?

Two measures, the dollar value of sport fishing activities in the province and the percentage change in sport fishing licences sold, reflect efforts to promote conservation, enhancement and enforcement of inland fish stocks and promotion of sport fishing activities. These efforts by government, industry and community partners contribute to a sustainable sport fishery resource. The measures also reflect the importance individuals place on leisure activities.

Where are we now?

In 2000, the value of sport fishing activities in the province was $85 million. There was a four per cent increase in sport fishing licences sold compared to 1999. (Benchmark data, Source NSAF)

Where do we want to go/be in the future?

The target is to increase both the dollar value of sport fishing activities in the province and the percentage change in sport fishing licences sold compared to the base years. To achieve this target, the department will continue to partner with government, industry, and communities to strengthen the sport fishery resource.

A second core business area of the department is ***Industry Growth and Development***. An outcome that will contribute to this core business area is **economic growth and prosperity in rural and coastal communities**. The following measures are used to record movement toward achieving the outcome:

- **Dollar Value Total Capital Expenditures Agriculture and Fisheries**

What does the measure tell us?

The dollar value of total capital expenditures in agriculture and fisheries shows the amount of capital investment in the sectors over the 2000 year. Investments of this nature contribute to economic growth and prosperity within rural and coastal communities in the province.

Where are we now?

In 2000, the total value of capital expenditures in agriculture and fisheries was $91.8 million. This is the sum of $41 million spent in agriculture and $50.8 million spent in fisheries. (Benchmark data, Source Statistics Canada, Private and Public Investment in Canada, Cat. No. 61-206)

Where do we want to go/be in the future?

The target is an increase in total capital expenditures in both sectors. The department will continue to strengthen linkages between public investment and best management practices for public and private investment.

- **Value Agriculture Production;**
- **Value of Fish Landings;**
- **Primary Value of Agriculture and Fisheries**

What does the measure tell us?

These three measures show the dollar value of industry performance on a sector basis and their combined total from primary production. The values enable the department to track industry performance, work with industry to identify opportunities, address and mitigate issues that challenge agriculture production and fish landings. Industry performance impacts on the economic growth and prosperity in rural and coastal communities.

Where are we now?

In 2000, the value of agricultural production was $408,233. million, the value of fish landings was $647,673. million, and the primary value of agriculture and fisheries was $1,055,906. million. (Benchmark data, Source Statistics Canada, Private and Public Investment in Canada, Cat. No. 61-206)

Where do we want to go/be in the future?

In future, the target is to increase the dollar values of agricultural production, fish landings, and the total primary value of agriculture and fisheries within the province. To achieve this target, the department will continue to work with industry and other stakeholders to identify opportunities, address and mitigate issues challenging production and landings.

- **Value Boat Building**

What does the measure tell us?

This measure shows the activity in the boat building sector of the province. The dollar value enables the department to track industry performance, work with industry to identify opportunities, address and mitigate issues that challenge the industry growth and development. Industry performance impacts on the economic growth and prosperity in rural and coastal communities.

Where are we now?

In 2000, the value of boat building was $50 million. (Benchmark data, Source Statistics Canada, Private and Public Investment in Canada, Cat. No. 61-206)

Where do we want to go/be in the future?

The target is to increase the value of boat building within the province. The department will work with the industry to identify opportunities, address and mitigate issues that challenge industry growth and development.

- **Value of Shipments Food Manufacturers;**
- **Food Manufacturing Value-added**

What does the measure tell us?

These measures show the dollar values of shipments from food manufacturers and of food manufacturing within the province. These measures show sector activity beyond the primary production level. They enable the department to track value-added performance in the sectors and province, to work with industry and other government agencies to address and facilitate market access issues. Value-added activity reflects the core business area of industry growth and development, contributing to economic growth and prosperity in rural and coastal communities and urban centres.

Where are we now?

In 1999, the value of shipments to food manufacturers was $1,837,281 million, food manufacturing value-added totaled $670,266 million. (Benchmark data, Source Statistics Canada, Private and Public Investment in Canada, Cat. No. 61-206)

Where do we want to go/be in the future?

The target is to increase the value of shipments to food manufacturers and to increase the total food manufacturing value-added. To achieve this target, the department will continue to develop and deliver business and marketing management systems, market research, and information and education activities to identify, capture and sustain business opportunities.

- **Value-added Shipments Ratio**

What does the measure tell us?

This measure shows the dollar value of shipments of food that have been value-added to the dollar value of shipments of primary food products. The measure is expressed as a ratio. The measure enables the department to track the performance of value-added activities within the province, identify and capture market opportunities for value-added production. The measure also identifies areas where business and marketing research, education and management systems may benefit industry. Value-added performance contributes to economic growth and prosperity in rural and coastal communities as well as urban centres.

Where are we now?

In 1999, the value-added shipments' ratio was 36.5:1 (Benchmark data, Source Statistics Canada, Private and Public Investment in Canada, Cat. No. 61-206)

Where do we want to go/be in the future?

The target for the measure is to increase the ratio of value-added shipments to primary shipments.

To achieve this target, the department will continue to track the performance of value-added activities within the province, identify and capture market opportunities for value-added production.

- **Nova Scotia Total Value-added Food Manufacturing Industry as a per cent of Canada**

What does the measure tell us?

This measure shows Nova Scotia's total value-added food manufacturing industry as a percentage of Canada.[1] The measure enables the department to track value-added

[1] The measure was incorrectly stated as a ratio in the 2002–03 Business Plan. The measure is correctly expressed as a percentage.

performance, to work with industry sectors to maximize production and minimize losses, to identify opportunities for diversification and value-added initiatives, including event marketing.

Where are we now?

In 1999, the Nova Scotia total value-added food manufacturing industry was three per cent of Canada's value-added food manufacturing. (Benchmark data, Source Statistics Canada, Private and Public Investment in Canada, Cat. No. 61-206)

Where do we want to go/be in the future?

The target for the measure is to increase Nova Scotia's total value-added food manufacturing industry as a percentage of Canada's value-added food manufacturing. To achieve this target, the department will continue to track value-added performance, to work with industry sectors to identify opportunities for diversification and value-added production.

- **Value Fish and Fish Exports;**
- **Value Food, Beverages, and Agriculture Products;**
- **Total Value Exports Agriculture and Fisheries**

What does the measure tell us?

These measures show the dollar values of food export activities in agriculture, fisheries and their combined export value. The measures enable the department to work with industry and other stakeholders to identify and capture export market opportunities for Nova Scotia agriculture and fisheries products which contribute to economic growth and prosperity for the province.

Where are we now?

In 2000, the value of fish and fish exports was $1,086.8 million, the value of food, beverages, and agriculture products was $166. million, and the total dollar value of agriculture and fisheries' exports was $1,252.8 million. (Benchmark data, Source Statistics Canada, Private and Public Investment in Canada, Cat. No. 61-206)

Where do we want to go/be in the future?

The target for these measures is to increase the dollar value each year. To achieve this target, the department will continue its collaboration with industry and government agencies to address and facilitate market access issues and actively pursue international market opportunities.

The third core business area of the department is ***Responsible Governance.*** An outcome that will contribute to this core business area is a **responsible and responsive legislative environment**. The following measures are used to record movement toward achieving the outcome:

- **Number Participants in Food Safety Training Courses**

What does the measure tell us?

Food safety is essential for a healthy population. This measure shows the number of individuals who have participated in training courses in food safety education, identification of food hazards, prevention and control of incidences of food borne illnesses. The measure contributes to responsible governance.

Where are we now?

In 2001, there were 2,829 professional, 761 volunteer food handlers, and 35 milk graders who participated in food safety training courses. (Benchmark data, Source NSAF)

Where do we want to go/be in the future?

The target for this measure is to sustain or increase the number of participants each year. To achieve this target, the department will work with industry partners to implement a Food Safety Program that includes cross training for inspection personnel, food safety, and product evaluation.

- **Number of Site Inspections**

What does the measure tell us?

This measure shows the number of site inspections carried out by the department in 2001. It contributes to the effectiveness of an integrated food safety program leading to prevention and control of incidences of food borne illnesses.

Where are we now?

In 2001, the department conducted 11, 615 site inspections. (Benchmark data, Source NSAF)

Where do we want to go/be in the future?

The target is to increase the number of site inspections each year. To achieve this target, the department will work with industry partners to revise and implement new food safety and meat inspection regulations and develop a seamless seafood program for retail establishments.

- **Number of Consumer Complaints Requiring Investigation of Food Safety Issues**

What does the measure tell us?

The number of consumer complaints that required investigation of food safety issues assists the department in identifying areas where food safety courses could be targeted, and where site modifications may be required to control incidences of food borne illness. Lowering the number of
consumer complaints requiring investigation of food safety issues builds consumer confidence in food safety and is a part of responsible governance.

Where are we now?

In 2001, the department received 432 consumer complaints that required investigation of food safety issues. (Benchmark data, Source NSAF)

Where do we want to go/be in the future?

The target is to decrease the number of consumer complaints that require investigation of food safety issues. The department will continue its strategy of cross training in food safety and inspections in order to achieve the target.

- **Revision / Review of Department's Legislative / Regulatory Framework**

What does the measure tell us?

This measure shows the number of Acts reviewed by the department on an annual basis to ensure they are current with changing needs of the industry and with other legislation. It contributes to competitive industry sectors operating within a responsible and responsive legislative environment.

Where are we now?

The department completed one review of legislation, the *Marshland Conservation Act.* (Benchmark data, Source NSAF)

Where do we want to go/be in the future?

The department has a target to complete the review of four Acts by 2004–05. To achieve this target, the department will continue to work with industry and governments to develop, implement, and revise legislative / regulatory instruments.

The fourth core business area of the department is ***Education, Training, Skill Development, and Life Long Learning***. One outcome that will contribute to this core business area is a **highly skilled, internationally competitive workforce**. The following measures are used to record movement toward achieving this outcome:

- **Ratio of Career Opportunities to Number of Graduating Students**

What does the measure tell us?

This measure shows the number of career opportunities to the number of graduating students from the NSAC. The measure is expressed as a ratio. The measure shows the effectiveness in providing quality academic programs that reflect the demands of a competitive employment environment in agriculture and aquaculture. Graduates form a part of a highly-skilled internationally competitive workforce.

Where are we now?

In 2000, the ratio of career opportunities to the number of graduating students was 3:1. (Benchmark data, Source NSAC)

Where do we want to go/be in the future?

The target is to sustain or increase the ratio of career opportunities to the number of graduating students. To achieve this target, the NSAC will continue to provide and revise, as needed, quality academic programs that reflect the needs of a competitive employment environment.

- **Number and Dollar Value of Applied and Theoretical Research Awarded;**
- **Number of Faculty Involved in Research**

What does the measure tell us?

Two measures, the number and dollar value of applied and theoretical research awarded, and the number of faculty involved in research show the research capacity of the NSAC. This contributes to development and recognition of a highly-skilled internationally competitive workforce, supporting innovation and growth in agriculture.

Where are we now?

In 2000, 287 applied and theoretical research projects with a value of $2.3 million were awarded to the NSAC. These research projects involved 32 faculty members. (Benchmark data, Source NSAC)

Where do we want to go/be in the future?

The target for both these measures is to sustain or increase the number and dollar value of applied and theoretical research awarded and the number of faculty involved in research. To achieve the target, the NSAC will continue efforts to enhance its research capacity through participation in the Canada Research Chairs' Program, the Canada Foundation for Innovation, the Atlantic Innovation, Fund, and other partnerships in support of research professorships.

A second outcome that will contribute to the core business area, ***Education, Training, Skill Development, and Life Long Learning*** is **community leadership capacity in youth as an investment for leaders of the future**. The following measures are used to record movement toward achieving this outcome:

- **Number of 4H Members**

What does the measure tell us?

The number of 4H members reflects the value of the Program to rural and urban youth and young adults. It also reflects the department's work with communities to deliver the 4H Program to members and volunteers to develop life long learning skills.

Where are we now?

In 2001, Nova Scotia had 2500 4H members. (Benchmark data, Source NSAF)

Where do we want to go/be in the future?

The target for this measure is to sustain the number of 4H members. To achieve this target, the department will continue to work with communities to deliver the 4H Program to members and volunteers.

- **Percentage Change Between Pre and Post Knowledge Survey of Learning Events/ Opportunities**

What does the measure tell us?

The measure reflects the effectiveness in delivery and content of education opportunities to 4H members. Knowledge gained contributes to the development of life long learning skills.

Where are we now?

In 2001, a 25 per cent increase in knowledge was determined from a survey of pre- and post-learning events/opportunities. (Benchmark data, Source NSAF)

Where do we want to go/be in the future?

The 4H Program has a target to increase the percentage change between pre and post knowledge of learning events/opportunities. To achieve this target, the 4H Program will continue its strategy to deliver and evaluate educational opportunities to the members it serves.

Table 1 Accountability Comments

Goal 1 Foster the sustainable and environmentally responsible development of Nova Scotia's agriculture and fishing industries	**Core Business 1 Sustainable Resource Management**
Outcome 1: Sustainable Resource Management	**Outcome: Viable Agriculture, Fisheries and Aquaculture Sectors**
Measure	**Explanation of Change to Measure Used**
Per cent of registered farmers participating in the NS Federation of Agriculture's Environmental Farm Plan initiative	No change, this measure is used in 2002–03 as an ongoing indicator of resource management for the core business.
Number of registered livestock producers charged with animal abuse.	This measure was removed in 2002–03. The measure reflects operational activities to achieve Goal 1. It has a narrow focus as a corporate measure for core business purposes.
Performance of constructed wetlands Extent & concentrations of nitrate-nitrogen levels in domestic wells (Kings County- ground water survey)	This measure was removed in 2002–03. The measure reflects operational activities to achieve Goal 1. It has a narrow focus for core business purposes.
Per cent of aboiteaux structures replaced with new structures Per cent of flood control gates replaced by new structures	This measure was replaced in 2002–03 by: "Dollar Value and Number of Research Projects Awarded" The new measure has a broader focus for core business purposes. It provides an ongoing indicator of adoption of innovative technology and sustainable farming practices.
Number of available lease sites as a result of improved lease siting policies Turn around time for processing applications	This measure was replaced in 2002–03 by "Value of Gross Aquaculture Output". This measure provides a better corporate measure for the sector and indicates aquaculture resource and site management.
Hatchery production Sportfish stocks Number of licences sold Angler satisfaction index	This measure was replaced in 2002–03 by "Dollar Value of Sport Fishing Activities to the Province", and "Percentage Change in Sport Fishing Licences Sold". These measures provide ongoing indication of sustainable sport fishery resource for core business purposes.
Outcome 2: Financially Stable Agriculture Industry	**Outcome: Viable Agriculture, Fisheries and Aquaculture Sectors**
Measure	**Explanation of Change to Measure Used**
Proportion of industry participating in risk management programs Dollars invested in risk management programs	This measure was removed in 2002–03. Many factors impact on the measure; such as, markets, weather related events, disease and personal business risk management choices. The measure would not be truly reflective of a financially stable agriculture industry.

Goal 2 Foster a competitive business climate for economic growth and job creation in the agriculture and fisheries resource industries	**Core Business 2 Industry Growth and Development**
Outcome 1: Economic growth	**Outcome: Economic Growth and Prosperity in Rural and Coastal Communities**
Number of successful applicants -agriculture Number of successful applicants - fishery and aquaculture	This measure was replaced in 2002–03 by; "Dollar Value Total Capital Expenditures Agriculture and Fisheries". It provides a better measure for core business purposes.
Number of successful applicants in Development Programs Per cent of estimated industry investment in Development Programs	This measure was replaced in 2002–03 by; "Dollar Value Total Capital Expenditures Agriculture and Fisheries". It provides a better measure for core business purposes.
Number of successful applicants - agriculture Number of successful applicants - fishery and aquaculture	This measure was removed in 2002–03. It was used as a measure from the Farm Loan Board and the Fisheries and Aquaculture Loan Board to provide an indication of new entrants to agriculture and fisheries. In 2002–03, the Loan Boards submitted outcome measures in their individual Business Plans.
Gross receipts; aquaculture and non-traditional species Gross value boat building industry Gross agriculture farm gate receipts Gross value food processing (agriculture & seafood) Gross value exports agriculture& fisheries	These measures were replaced in 2002–03 by; "Value Agriculture Production"; "Value of Fish Landings"; "Primary Value of Agriculture and Fisheries"; and "Value Boat Building". It provides a better measure for core business purposes.
Number of domestic agriculture business opportunities identified Number of domestic fishery and aquaculture business opportunities identified Number of international agriculture business opportunities identified Number of international fishery and aquaculture business opportunities identified	These measures were replaced in 2002–03 by; "Value of Shipments Food Manufactures"; "Food Manufacturing Value-added"; "Value-added Shipments Ratio"; and, "Nova Scotia Total Value-added Food Manufacturing Industry as a per cent of Canada". It provides a better measure for core business purposes.
Number of instances where named diseases are identified in N.S. livestock	This measure was removed in 2002–03. The measure reflects operational activities to achieve Goal 2; however, has a narrow focus as a corporate measure for core business purposes.
Outcome 2: Awareness of Development Issues & Opportunities	**Outcome: Economic Growth and Prosperity in Rural and Coastal Communities**
Measure	**Explanation of Change to Measure Used**
Re-activated Agricultural Planning Committee Fisheries Council Sessions Agricultural Associations, Boards and Commissions' Sessions Ministerial / Industry Conferences	This measure was removed in 2002–03. The measure reflects operational activities to achieve Goal 2; however, has a narrow focus as a corporate measure for core business purposes.

Goal 3 Provide reasonable and responsive governance and regulatory regimes to ensure product quality, consumer confidence and food safety, which contribute to the orderly development of the agriculture and fishery industries	**Core Business 3 Responsible Governance**
Outcome: Responsive Governance	**Outcome: Responsible & Responsive Legislative Environment**
Measure	**Explanation of Change to Measure Used**
Add dairy regulatory powers to the regulatory responsibilities of the Natural Products Marketing Council	This measure was removed in 2002–03. The measure reflects operational activities to achieve Goal 3; however, has a narrow focus as a corporate measure for core business purposes.
Number of violations identified and addressed	This measure was removed in 2002–03. The measure reflects operational activities to achieve Goal 3; however, has a narrow focus as a corporate measure for core business purposes.
Number of site inspections Number of laboratory samples analysed Revised regulatory program for food safety	These measures were replaced in 2002–03 by; "Number Participants in Food Safety Training Courses"; Number of Site Inspections"; and, "Number of Consumer Complaints Requiring Investigation of Food Safety Issues". They provide better measures for core business purposes.
Revision of department's legislative/regulatory framework Negotiations with ADLIC Review and negotiate federal/provincial agreements compatible with industries' economic environment	These measures were replaced in 2002–03 by; "Revision / review of Department's Legislative / Regulatory Framework". They provide better measures for core business purposes.
Active participation in tri-governance initiatives.	This measure was removed in 2002–03. The measure reflects operational activities to achieve Goal 3; however, has a narrow focus as a corporate measure for core business purposes.

Goal 4 Provide quality post secondary educational programs, training and research to enable students and NS's agricultural and aquaculture industries to meet the labour force needs and challenges of the global economy	**Core Business 4 Education, Training, Skill Development and Life Long Learning**
Outcome 1: Globally Recognized Excellence in Agricultural Education	**Outcome: Highly Skilled, Internationally Competitive Workforce**
Measure	**Explanation of Change to Measure Used**
Number of academic programs responsive to competitive issues in the agriculture and aquaculture industries Number of international students	This measure was replaced in 2002–03 by; "Ratio of Career Opportunities to number of Graduating Students". It provides a better measure for core business purposes.
Number of applied and theoretical researches undertaken Number of graduate students involved in research	These measures were replaced in 2002–03 by; "Number and Dollar Value of Applied and Theoretical Research Awarded; and, Number of Faculty Involved in Research". They provide better measures for core business purposes.
Outcome 2: Better Educated Nova Scotians in Food, Agriculture and Fisheries Issue Awareness	**Outcome 2: Community Leadership Capacity in Youth as an Investment for Leaders of the Future**
Measure	**Explanation of Change to Measure Used**
Enrollment number by food handler groups and milk haulage companies	This measure was replaced in 2002–03 by; "Number Participants in Food Safety Training Courses". It provides a better measure for core business purposes.
Number of 4H members Number of learning opportunities	These measures were replaced in 2000–03 by; "Number of 4H Members"; and, "per cent Change Between Pre and Post Knowledge Survey of Learning Events / Opportunities". They provide better measures for core business purposes.

Goal 5 Ensure that departmental programs and services reflect responsible public investment, address the priorities of the agriculture and fisheries industries, and are accountable for results achieved	**Goal 5 was not replaced by a Core Business in 2002–03. Ensuring that departmental programs and services reflect responsible public investment, address the priorities of the agriculture and fisheries industries, and are accountable for results achieved are daily practices of government in fulfilling its duties to the public.**
Outcome 1: Effective Financial Management	
Measure	
Department controllable expenditures as a percentage of approved fiscal target	
Department forecast at the end of January as a percentage of final departmental fiscal year end total expenditures	
Outcome 2: Effective Human Resource Management	
Measure	
Percentage of completed performance appraisals	
Outcome 3: Public Accountability	
Measure	
Complete and publish accountability report	
Outcome 4: Effective Information Management	
Measure	
Per cent of FOIPOP applications with initial response met within 60 days	